



DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE  
WASHINGTON, D.C. 20505

Executive Registry
76-5355

29 September 1976

Mr. David N. Keller  
Editor  
The Rainbow of Delta Tau Delta  
4740 Kingsway Drive  
Suite 110  
Indianapolis, Indiana 46205

Dear Mr. Keller:

Thanks very much for your letter of September 3 inviting me to contribute a brief article concerning CIA, as to what it really is and does. I welcome the opportunity to talk about our Agency's work as so much of it is misunderstood these days.

You will find enclosed an article with a biographic profile and the photo you requested. The photo need not be returned. We would appreciate a copy of the article when published.

It was nice hearing from you. Please extend my regards to Al Sheriff and thank him for the note.

STATINTL

Faithfully yours,

E. H. Knoche

(EXECUTIVE REGISTRY FILE Pub Affairs)

PROFILE

Mr. E. Henry Knoche is currently Deputy Director of Central Intelligence in which capacity he is responsible for the day to day management of the Central Intelligence Agency.

A Chinese linguist who served two tours of active duty (World War II and Korea) as a Navy officer, he joined the CIA in 1953 as an intelligence analyst specializing in Far Eastern political and military affairs.

Mr. Knoche served as Special Assistant to the Director and Deputy Director of Central Intelligence from 1962 to 1967 when he became Executive Director of the National Photographic Interpretation Center, a joint CIA-Defense Department unit.

In 1969 he became Deputy Director of CIA's planning and budgeting activities and a year later became Deputy Director of the Office of Current Intelligence. From 1972 onward he served as director of various Agency components including an office charged with evaluating foreign military developments.

At the outset of 1975, during inquiries into American intelligence activities by the Rockefeller Presidential Commission and the Select Senate and House committees, he served as Special Assistant to the Director of Central Intelligence in liaison with those conducting the inquiries.

In the fall of 1975 he was named Associate Deputy to the Director involved in the coordination and management of the resources of the U.S. Intelligence Community, and in April of this year he was named by President Ford to be the Deputy Director of Central Intelligence. He was confirmed by unanimous consent of the Senate on 30 June 1976.

Mr. Knoche attended Bethany College (West Virginia) and Colorado University, and was graduated from Washington and Jefferson College (Pennsylvania).

### THE REAL WORLD OF INTELLIGENCE

Flashy triumphs of espionage, super-heroics by James Bond, clandestine activity in exotic foreign lands -- these are the kinds of intelligence activities that make great fiction and fascinating reading and constitute the dramatics that most Americans tend to associate with the world of intelligence.

At the same time, over the past several years, fiction and distortion seem to have crept into the daily news stories in our newspapers and on television, with reports about our government's intelligence activities frequently taken out of context and blown all out of proportion.

It is true that total secrecy and silence have been the hallmarks of intelligence for many years. So it's not surprising that most Americans have a dim and distorted view of what intelligence really is in the modern world.

That is why I welcome the opportunity to write a few lines for The Rainbow. A year or so ago it would not have seemed appropriate for me to do so. But we in the Central Intelligence Agency today want the American people to understand the intelligence profession and its vital role in ensuring our national security.

Modern intelligence essentially has to do with the painstaking collection and analysis of facts, the exercise of judgment on what these facts mean, and the clear and rapid presentation of accurate evaluations to our senior officials who make policy. It includes whatever can be learned or deduced about impending foreign developments as well as long-term political, economic, and military trends.

To provide the most accurate, comprehensive and objective information about national security affairs, CIA employs career people trained in nearly all fields of study--political science, history, international relations, and more than 200 other areas of specialization. We have economists, scientists, linguists, engineers, biologists--people with enough degrees in enough disciplines to staff a university.

Various offices of CIA produce foreign political, economic, scientific, technical, military, and geographic

intelligence to meet the demands of the President, the National Security Council, and other elements of the Federal government. Other offices in CIA collect the information needed to make these evaluations, much of it available from open or "unclassified" sources such as broadcasts, newspapers, and libraries. Additional information is gleaned from secret or "classified" systems of sophisticated modern technology, supplemented as required by information collected from traditional human sources--foreign "agents" working for the CIA. Much material also comes from other agencies involved in departmental intelligence--diplomatic dispatches from State, attache reports from the Defense Department, and information from the military intelligence services.

The ultimate objective is to pull it all together, to give to the highest officials of our government the facts and evaluations they need to make the judgments affecting our security, to make wise foreign policies that will insure the peace.

Modern society has also greatly affected the kinds of things U.S. intelligence must know in order to respond to the needs of our leaders. For example, CIA collects information on international terrorism in support of a high-level Government task force dealing with this menace to our security. International economic affairs are of increasing importance these days and are the subject of CIA analysis.

How did CIA come about? Before World War II we had so-called "departmental intelligence"--the War Department's military intelligence, Navy Department's naval intelligence, etc. But the information was scattered. Failure to coordinate intelligence, to look at all the pieces of the puzzle in one composite picture, led to Pearl Harbor and other setbacks. Hence the creation in 1947 of the CIA--a truly central intelligence organization.

In the past several years our agency has been charged with every offense imaginable. Too often the accusations and allegations have made the headlines; the denials and truths often did not get published or were not heard. Few people realize that it was the CIA itself, internally, which three years ago corrected its questionable activities of the past, long before the outside investigations.

This is not to criticize the right of Congress to review our activities. CIA will no doubt be the better for the examinations of intelligence carried out last year. New directives from the President, and closer oversight from the Congress, have resulted. CIA is a disciplined, loyal, and responsive agency, and it will most assuredly adjust to the new guidelines and I think it can do so without losing effectiveness.

I am frequently asked: what kind of career is there for a young person in CIA? I think my own career exemplifies at least one career track in modern intelligence. When the President nominated me to be Deputy Director of Central Intelligence early this year, I had served in the Agency for 23 years without ever being in "clandestine" activity. Most of my service was with "intelligence production," or analysis. Others have preferred an "operational" career, with a focus on overseas service.

I would say the agency is an excellent career for young men and women who are intelligent, resourceful, of good character and willing to serve overseas. Even with the public criticism of the Agency, applications for positions with CIA have increased. So I think there is an understanding on the part of young people that intelligence work is a public service vital to the security of the United States.

America has, and must continue to have, an intelligence service second to none in the world. Some mistakes were made by CIA in the past, though we must be fair in recognizing that some actions carried out years ago at the height of the cold war were justified then but may not now accord with the values of the mid-1970's. In any event, we in CIA pursue our tasks now under new guidance and with the objective of achieving excellence in all our callings.

In foreign affairs, intelligence is knowledge and knowledge provides the basis for our nation's leaders to influence international events in the best interests of the United States. Our job is a never-ending quest for the most accurate information and the most objective analysis of the forces at work in the world today. Americans expect that we will have the best possible intelligence service, and we will not let them down.

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Remarks:

Attached is a biographic profile and an article that can be sent in response to Mr. Keller's request for a piece by Mr. Knoche on the CIA for publication in Delta Tau Delta's publication, The Rainbow. Mr. Knoche may want to personalize it a little with some reference to the fraternity. You may wish to check the profile as to whether we ~~should~~ mention the NPIC connection. Let me know if you want any revisions.

ATINTL

FOLD HERE TO RETURN TO SENDER

FROM	ADDRESS AND PHONE NO.	DATE
	DA/DCI	9/24
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29 Sept 76  
Bob O'Farrell

Mr. David N. Keller  
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Sincerely,

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DRAFT

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The ultimate objective is to put it all together, to give to the highest officials of our government the facts and evaluations they need to make the judgments affecting our security, in peacetime as well as war.

Modern society has also greatly affected the kinds of things U.S. intelligence is interested in, to respond to the needs of our leaders. International terrorism, for example, has resulted in CIA's support of a high-level task force fighting this menace. Overseas narcotics trafficking, something which concerns every American in his own backyard, has also been a subject of attention by CIA.

How did CIA come about? Before World War II we had so-called "departmental intelligence"--the War Department's military intelligence, Navy Department's naval intelligence, etc. But the information was scattered. After the war, it was clear that Pearl Harbors had to be avoided for all time. Hence the creation in 1947 of the CIA to put the pieces together into a composite intelligence picture.

In the past several years our agency has been charged with every offense imaginable. Too often the accusations and allegations have made the headlines; the denials and truths often did not get published or were not heard. I hope the day will never come when people believe something just because it is printed or repeated. Few people realize that it was the CIA itself, internally, which corrected its

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questionable activities of the past three years ago, long before the outside investigations.

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I am frequently asked: what kind of career is there for a young person in CIA? I think my own career exemplifies at least one career track in modern intelligence. When the President nominated me to be Deputy Director of Central Intelligence early this year, I had served in the Agency for 23 years without ever being in "clandestine" activity. Most of my service was with "intelligence production," or analysis.

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America has, and must continue to have, an intelligence service second to none in the world. Some

mistakes were made by CIA in the past; some abuses were brought to light, but we must go forward to provide the President and other policymakers with the best possible intelligence.

In foreign affairs, intelligence is knowledge--the never-ending quest for accurate and objective analysis of people and the forces influencing events in the world today. Americans expect that we will have the best possible intelligence service, and we ~~won't~~ <sup>will not</sup> let them down.

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